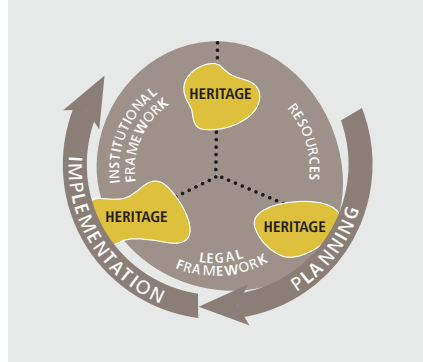


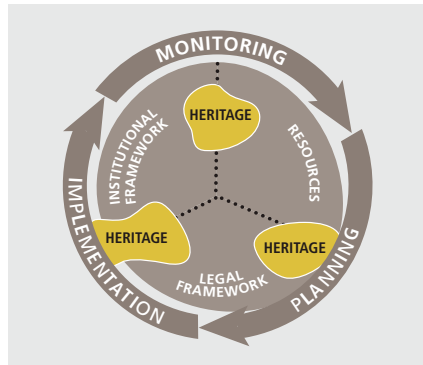
2. IMPLEMENTATION

Taking the planned actions, checking that they deliver the outputs of each stage and the broader objectives defined at the outset. In the event of disparities emerging, making changes mid-way to the actions and how they are taken, as and when necessary.



3. MONITORING

Collecting and analysing data to check that the management system is operating effectively and delivering the right results, and to identify remedial measures in the event of shortcomings or new opportunities.



These three processes vary greatly in different heritage management systems. They operate in multiple, overlapping cycles and often act in unison so as to be hard to distinguish. The three heritage processes are explored in this section.

The relationship between processes and general management effectiveness led the IUCN World Commission on Protected Areas to develop a toolkit for managers of natural heritage. Initial trials of its application to cultural heritage suggest that it is relevant and useful; a summary is provided in Appendix B.

Process 1: PLANNING

Overview

The mechanisms for preparing and revising plans vary among and within management systems. Some institutions have employed the same procedure since they started but there are many relatively new planning approaches now being adopted.

Planning, implementation and monitoring are all important processes that often overlap in forming a continuous cycle that allows the management system to deliver results. The success of implementation and the effectiveness of monitoring strategies depend heavily on the investment made at the planning stage. At the same time, it is feedback from monitoring processes that can be the bedrock of good planning and leads to improvements in the management system and future practice.

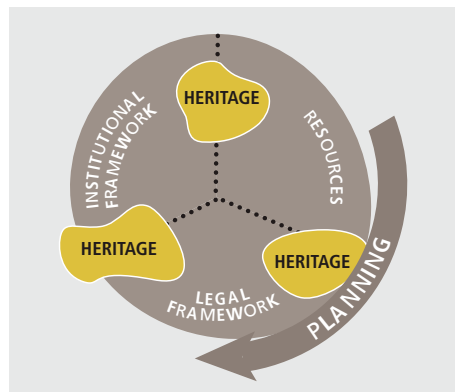


Diagram 11: The first of the three main processes of a management system: planning